

# Functional Analysis Report on the Transfer of Functions, Assets, Budgetary Allocations, and Human Resources to Bomet Municipality



Prepared by:

The County Technical Committee on Transfer of Functions

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**Reference Documents:**

- Urban Areas and Cities Act
- County Governments Act
- County Technical Committee Report (January–February 2024)
- Executive Committee Minutes (January–February 2024)

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Finally, we acknowledge the cooperation of stakeholders—including community representatives, market associations, and professional bodies—whose perspectives enriched the analysis and reinforced inclusivity in municipal governance.

## EXECUTIVE SUMMARY

The County Government of Bomet has undertaken a structured transfer of functions, assets, budgetary allocations, and human resources to Bomet Municipality. This transition decentralizes service delivery, strengthens urban governance, and embeds accountability and inclusivity at the municipal level.

The Functional Analysis Report provides a comprehensive assessment of the responsibilities being devolved, the resources allocated, and the institutional arrangements required to ensure uninterrupted service delivery. It documents the scope of transferred functions, evaluates operational readiness, identifies risks, and recommends phased measures for implementation.

### Key highlights include:

- **Functions Transferred:** Solid waste management, urban roads and drainage, street lighting, parks and green spaces, fire and disaster management, development control and urban planning, markets and abattoirs, revenue collection, animal control, and sports and cultural activities.
- **Assets and Infrastructure:** Land parcels, municipal offices, recreational facilities, fire stations, markets, abattoirs, and a fleet of vehicles and equipment, many requiring repairs or upgrades.
- **Human Resources:** Twenty-nine personnel identified for secondment, covering technical, administrative, and enforcement roles.
- **Financial Arrangements:** Budget allocations earmarked for transferred functions, requiring publication of a municipal budget and establishment of accounting systems.
- **Legal and Institutional Framework:** Gazettement notice No. 1280 of 2024 and a draft vesting order underpin the transfer, supported by the Municipal Board, Development Control Committee, and technical working groups.

### Immediate priorities include:

- Finalization of legal vesting orders and harmonization of bylaws.
- Commissioning of fire engines and stabilization of emergency response capacity.
- Demarcation and subdivision of land parcels, with environmental audits for sensitive sites.
- Migration of records and establishment of integrated revenue and asset management systems.
- Capacity building for municipal staff in finance, compliance, and emergency response.

The report concludes with a phased implementation roadmap and monitoring framework to guide the transition, ensuring sustainability and inclusivity in municipal governance.

## **Abbreviations and Acronyms**

- BOD – Board of Directors
- BOQ – Bill of Quantities
- GIS – Geographic Information System
- HR – Human Resources
- ICT – Information and Communication Technology
- KPI – Key Performance Indicator
- MSME – Micro, Small, and Medium Enterprises
- NMT – Non-Motorized Transport
- PFM Act – Public Finance Management Act
- PPP – Public-Private Partnership
- PPDF – Public-Private Dialogue Forum
- PSB – Public Service Board
- PWD – Persons with Disabilities

## CHAPTER 1: INTRODUCTION

The County Government of Bomet has embarked on a deliberate and structured transfer of functions, assets, budgetary allocations, and human resources to Bomet Municipality. This initiative is grounded in the Urban Areas and Cities Act, the County Governments Act, and other relevant legislation, and reflects a broader commitment to decentralize service delivery and strengthen urban governance. The transfer process is documented in the County Technical Committee report and the Executive Committee minutes of January–February 2024, which provide the legal and administrative foundation for this transition.

The rationale for this transfer is clear: by devolving specific responsibilities to the municipal level, the county seeks to enhance responsiveness, improve efficiency, and foster local economic development. Municipal authorities are better positioned to address the immediate needs of residents, manage urban infrastructure, and enforce regulations that directly affect daily life. This transition therefore represents not only a legal and administrative exercise but also a strategic opportunity to embed accountability and inclusivity in urban management.

The purpose of this functional analysis is to provide a comprehensive and actionable assessment of the responsibilities and resources being transferred. It seeks to map each function to its required inputs and outputs, evaluate operational readiness, identify capacity gaps, and highlight risks and dependencies. In doing so, the analysis offers a roadmap for implementation that ensures uninterrupted service delivery and prudent financial management.

The objectives of this report are fivefold. First, it documents the scope and boundaries of each transferred function, ensuring clarity of mandate. Second, it evaluates the adequacy of assets, budget provisions, and human resources to support these functions. Third, it identifies legal, operational, financial, and institutional risks that may arise during the transition. Fourth, it recommends short-, medium-, and long-term measures to operationalize the functions and mitigate risks. Finally, it provides a phased implementation roadmap and monitoring framework to guide the transition period.

The scope of this analysis covers all functions explicitly listed in the transfer documentation, including solid waste management, urban roads and drainage, street lighting, parks and green spaces, fire and disaster management, development control and urban planning, markets and abattoirs, revenue collection, and animal control. It also examines associated assets such as land parcels, municipal offices, vehicles, and equipment, as well as the roster of personnel proposed for secondment. While the report is comprehensive, it does not substitute for detailed technical designs, environmental impact assessments, or legal title searches. Where such work is required, the analysis flags these as recommended follow-up actions.

The methodology employed combines a review of official documents—including the Transfer of Functions Committee report, Executive Committee minutes, and annexed inventories—with functional mapping to identify inputs, processes, outputs, and stakeholders. A gap analysis was conducted to compare municipal capacity against minimum service delivery requirements, and a risk assessment was undertaken to prioritize mitigation measures. Where the source documents lacked operational detail, the report highlights information gaps and prescribes targeted diagnostic activities.

Several key assumptions underpin this analysis. It is assumed that the legal gazettelement and vesting orders referenced in the source documents will be finalized and published in accordance with statutory procedures. It is further assumed that budgetary allocations earmarked for transferred functions will be released to the municipality in line with the agreed transfer plan. Finally, it is assumed that personnel

listed for secondment will receive timely approvals from the *County Public Service Board* and will be available to assume municipal duties following induction.

The report is organized into chapters to facilitate use by technical teams and decision-makers. Chapter 1 provides the introduction and context. Chapter 2 presents the inventory of transferred functions and assets. Chapter 3 maps each function to service delivery requirements. Chapter 4 examines human resources and institutional arrangements. Chapter 5 analyzes financial and budget transfer mechanisms. Chapter 6 addresses legal, regulatory, and risk considerations. Chapter 7 outlines the implementation roadmap and monitoring framework. Chapter 8 concludes with recommendations and annexes, including staff lists, land inventories, fleet status, and draft KPIs.

## CHAPTER 2: INVENTORY OF TRANSFERRED FUNCTIONS AND ASSETS

The transfer of functions to Bomet Municipality encompasses a broad and operationally significant set of responsibilities, assets, and resources. This chapter provides a narrative account of the functions identified for transfer, the land parcels and property assets earmarked for municipal use, the buildings and facilities to be occupied, the vehicles and equipment allocated, and the human resources and financial provisions that will underpin service delivery. Each element is described in prose to highlight its current status, implications for municipal operations, and immediate actions required to ensure a smooth transition.

The functions transferred cover the full spectrum of urban management. Solid waste management now falls under the municipality, including refuse collection, dumpsite operations, maintenance of public cleanliness, and enforcement of waste-related bylaws. Administrative responsibilities extend to the construction and maintenance of municipal offices and yards, ensuring that contracted building services comply with standards. Urban roads and associated infrastructure are also included, requiring mapping of road reserves, opening of new roads, installation of culverts and gabions, resurfacing, and routine maintenance. Closely linked to this is the construction and upkeep of storm water drains and flood control systems, which involve designing drainage structures, unblocking existing drains, and installing gulley pots to mitigate flooding.

The municipality is further tasked with developing walkways and non-motorized transport infrastructure, including pavements, signage, and enforcement of proper usage. Street lighting and floodlights are another critical function, requiring site identification, preparation of bills of quantities, installation of fixtures, and ongoing maintenance, alongside the management of electricity bills. Recreational parks and green spaces are to be landscaped, maintained, and managed, with enforcement of laws to protect public amenities. Fire stations and disaster management services are also transferred, encompassing firefighting, emergency preparedness, and disaster response. Development control and urban planning functions, including zoning, land rate collection, surveying, and documentation, are now municipal responsibilities. Revenue collection is a major function, covering parking fees, advertising charges, market levies, and other municipal taxes. Animal control and welfare, municipal sports and cultural activities, and the management of markets and abattoirs complete the list of functions, each requiring dedicated staff, infrastructure, and enforcement mechanisms.

In terms of land and property assets, several parcels within Bomet Town have been designated for municipal use. These include recreational spaces such as Green Park and a quarried site earmarked for rehabilitation, public purpose sites like the existing council offices, a proposed town hall, stadium, and showground, as well as commercial plots for open-air and covered markets. Public utility sites have been identified for sewage works, refuse disposal, and a cemetery, while transportation assets include the bus park and existing road corridors. Additional market sites outside Bomet Town—Silibwet, Kapkwen, Longisa, and Merigi—have also been allocated, each with commercial plots and facilities for open-air trading, sale yards, or slaughter slabs. Immediate actions required include demarcation and subdivision of land near the County Police Commander's office and Bomet Health Centre, title verification, and environmental audits for sites designated for dumpsites, sewage, and stadium development.

Buildings and facilities earmarked for transfer include the old County Assembly chambers, which are proposed as municipal offices pending agreement with the Assembly and demarcation of surrounding land. Offices previously occupied by the Ministry of Lands registry are available for interim occupation. Fire station sites have been identified but require construction or upgrading, while markets and abattoirs need significant investment to meet public health standards. Recreational parks and open spaces have been designated, but management plans and security arrangements must be put in place before they can be fully operational.

The fleet and equipment allocated to the municipality include several fire engines and a caravan vehicle. However, many of these assets are currently under maintenance or awaiting commissioning. One fire engine is in Nairobi for repairs, another in Athi River, and a third at a factory in Kabianga. The caravan requires installation of a CPU at the Bomet workshop. These conditions highlight the urgent need for commissioning and acceptance tests before formal transfer. A comprehensive equipment register, including small plant and workshop tools, must also be compiled to ensure accountability and readiness.

Human resources are central to the success of the transfer. A total of 29 personnel have been identified for secondment, covering critical roles such as municipal manager, legal officer, HR officer, ICT officer, physical planner, civil engineer, administrative officers, revenue officers, environmental officer, gender officer, enforcement officers, economist, finance officers, procurement officer, internal auditor, surveyor, structural engineer, architectural assistant, and social safeguard officer. These staff members have been forwarded to the County Public Service Board for approval and issuance of secondment letters. Immediate priorities include expediting approvals, issuing formal letters, preparing induction programs, and finalizing the municipal organogram with clear reporting lines. Payroll, benefits, and pension arrangements must also be confirmed to avoid disruption.

Financial and budgetary items have been identified for transfer, with allocations earmarked to support the new functions. Although the detailed budget annex was not reproduced in the source documentation, a transfer plan exists. Immediate actions include publishing the municipal budget with clear recurrent and capital allocations, establishing bank and accounting arrangements in compliance with the PFM Act and Finance Act 2024, and reconciling historical revenue and expenditure records.

Finally, records, systems, and legal instruments form the backbone of the transition. Planning records, maps, survey data, land rate registers, market vendor lists, revenue ledgers, and asset registers must be migrated to municipal custody with verified backups. Legal instruments include gazette notice No. 1280 of 2024 and a draft vesting order, both of which must be finalized and signed. Municipal bylaws and enforcement regulations should be harmonized with county legislation to ensure consistency.

### Inventory of Transferred Functions and Assets

Category	Details	Current Status / Notes	Immediate Actions Required
Functions Transferred	Solid waste management, municipal offices, urban roads, storm water drainage, walkways, street lighting, parks, fire services, development control, revenue collection, animal control, sports & culture, markets & abattoirs	Functions gazetted and listed in Transfer Committee report	Harmonize bylaws; establish enforcement mechanisms; integrate into municipal capital plan

Land Parcels	Green Park, quarried site, council offices, proposed town hall, stadium, showground, open-air and covered markets, sewerage works, refuse disposal site, cemetery, bus park	Parcels identified with zone numbers; additional sites in Silibwet, Kapkwen, Longisa, Merigi	Demarcation and subdivision; title verification; environmental audits for dumpsite, sewerage, stadium sites
Buildings & Facilities	Old County Assembly chambers (proposed municipal offices), former	Some facilities require upgrades;	Formalize occupancy agreements; conduct
	Ministry of Lands offices (interim use), fire station sites, markets, abattoirs, recreational parks	interim offices available	building condition assessments; prepare management plans
Vehicles & Equipment	Fire engines (091A, 092A, duplicate 092A), Caravan 030A	Fire engines under maintenance in Nairobi, Athi River, and Kabianga; caravan requires CPU installation	Expedite repairs and commissioning; compile full equipment register; allocate workshop capacity and fuel budgets
Human Resources	29 personnel identified for secondment (manager, legal officer, HR, ICT, planner, engineers, admin, revenue, environment, gender, enforcement, finance, procurement, audit, survey, architecture, social safeguard)	Staff list forwarded to Public Service Board; awaiting secondment letters	Issue formal secondment letters; prepare induction program; finalize organogram; confirm payroll and benefits
Financial & Budgetary Items	Budget allocations earmarked for transferred functions	Transfer plan prepared; detailed annex not reproduced	Publish municipal budget; establish bank and accounting arrangements; reconcile historical revenue/expenditure
Records & Legal Instruments	Planning records, maps, survey data, land rate registers, vendor lists, revenue ledgers, asset registers; gazette notice No. 1280 of 2024; draft vesting order	Records referenced but require migration; vesting order pending finalization	Secure and migrate records with backups; finalize and sign vesting order; harmonize bylaws with county legislation

In conclusion, the inventory confirms that Bomet Municipality is inheriting a wide-ranging and operationally significant set of functions and assets. Several high-priority actions are required immediately, including legal vesting, commissioning of emergency assets, demarcation of land, and stabilization of revenue systems. These steps will secure operational readiness and continuity of service delivery, laying the foundation for the functional mapping and service delivery requirements.

## **CHAPTER 3: FUNCTIONAL MAPPING AND SERVICE DELIVERY REQUIREMENTS**

The transfer of functions to Bomet Municipality is not merely a legal or administrative exercise; it is a practical reallocation of responsibilities that must be matched with the right resources, processes, and performance standards. This chapter translates each of the transferred functions into service objectives, operational requirements, and measurable indicators. By mapping functions to their delivery requirements, the municipality can ensure that services are not only assumed but are effectively operationalized.

Solid waste management is one of the most immediate and visible functions. The municipality is expected to provide regular refuse collection, manage dumpsites, maintain public cleanliness, and enforce waste-related bylaws. To achieve this, it requires a functioning fleet of collection vehicles, protective equipment for staff, and clear operational protocols. Performance will be measured by coverage of collection routes, compliance of dumpsites with environmental standards, and responsiveness to public complaints.

Urban roads and associated infrastructure represent another critical function. The municipality must oversee the mapping of road reserves, opening of new roads, installation of culverts and gabions, resurfacing, and routine maintenance. This requires surveyors, engineers, road crews, and access to heavy machinery. Service delivery will be judged by the condition of roads, the speed of pothole repairs, and the overall accessibility of urban areas. Closely linked to this is storm water drainage and flood control, which involves designing and constructing drainage systems, unblocking existing drains, and installing gulley pots. Effective drainage reduces flood risk, and performance indicators will include the frequency of blockages and the incidence of flooding in vulnerable areas.

Street lighting and floodlights are essential for safety and urban mobility. The municipality must identify sites, prepare bills of quantities, install fixtures, and maintain them, while also managing electricity bills. This function requires technicians, maintenance crews, and reliable power supply agreements. Success will be measured by lighting uptime, energy costs, and the reduction of crime or accidents in poorly lit areas.

Walkways and non-motorized transport infrastructure are equally important for inclusive urban mobility. The municipality must design and construct pavements, install signage, and enforce proper use. This requires planners, enforcement officers, and construction crews. Performance indicators will include the length of walkways constructed, pedestrian safety statistics, and user satisfaction.

Recreational parks and green spaces are vital for community well-being. The municipality must landscape, maintain, and manage these areas, while enforcing laws to protect them. Horticulture staff, groundskeepers, and security personnel are required. Service delivery will be assessed by park cleanliness, frequency of maintenance, and levels of public usage.

Fire stations and disaster management functions are central to public safety. The municipality must construct or upgrade fire stations, procure firefighting equipment, and train personnel. Fire engines, protective gear, and emergency plans are essential inputs. Performance will be measured by response times, the number of incidents handled, and readiness of equipment.

Development control and urban planning functions include zoning, land rate collection, surveying, and documentation. The municipality must approve development permits, enforce zoning regulations, and maintain accurate land records. Planners, surveyors, and legal officers are required, supported by GIS systems. Indicators will include permit turnaround times, compliance rates, and revenue collected from land rates.

Revenue collection is a cornerstone of municipal sustainability. The municipality must collect parking fees, advertising charges, market levies, and other taxes. This requires a robust revenue management system, trained officers, and standardized collection devices. Performance will be measured by revenue collection rates, arrears ratios, and efficiency of enforcement.

Animal control and welfare functions involve licensing dogs, picking up strays, disposing of carcasses, and enforcing animal-related laws. This requires animal control officers, vehicles, and kennels. Indicators will include licensing coverage, response times to stray animal reports, and compliance with welfare standards.

Sports and cultural activities are transferred to the municipality to foster community engagement. The municipality must manage facilities, support events, and collect revenue. Facility staff, event managers, and budgets are required. Performance will be assessed by facility uptime, event attendance, and revenue generated.

Markets and abattoirs are vital economic hubs. The municipality must construct, maintain, and manage these facilities, ensuring hygiene and compliance with health standards. Market managers, inspectors, and waste handlers are required. Indicators will include market occupancy rates, abattoir compliance, and vendor satisfaction.

Across all functions, certain cross-cutting enablers are essential. These include an integrated revenue management system, GIS-based asset management, harmonized HR and payroll systems, and strong procurement and contract management capacity. Internal audit and risk management must also be embedded to safeguard resources.

In summary, functional mapping ensures that each transferred responsibility is matched with the necessary inputs, processes, and performance standards. It highlights immediate priorities such as commissioning fire engines, stabilizing revenue systems, and demarcating land, while also setting long-term service delivery goals.

### Functional Mapping and Service Delivery Requirements

Function	Service Objective	Key Inputs Required	Processes / Workflows	Performance Indicators	Immediate Priorities
Solid Waste Management	Ensure reliable collection, disposal, and enforcement of waste laws	Collection fleet, PPE, dumpsite equipment, enforcement staff	Route scheduling, dumpsite operations, enforcement of bylaws	Collection coverage %, dumpsite compliance, complaint response time	Commission fleet, audit dumpsite, harmonize bylaws
Urban Roads & Infrastructure	Deliver safe and accessible road network	Engineers, surveyors, heavy machinery, materials	Road mapping, construction, resurfacing, routine maintenance	Road condition index, pothole repair time	Conduct road survey, secure machinery, integrate into capital plan

Storm Water Drainage & Flood Control	Reduce flood risk and maintain drainage systems	Drainage engineers, civil works budget, excavation equipment	Drain design, construction, unblocking, gulley pot installation	Flood incidence, blockage frequency	Demarcate drainage corridors, allocate maintenance funds
Street Lighting & Floodlights	Provide safe, well-lit public spaces	Lighting fixtures, technicians, maintenance crew, power agreements	Site identification, installation, preventive maintenance, bill management	Lighting uptime %, energy cost per km	Audit existing assets, prepare BOQs, sign power contracts
Walkways & Non-Motorized Transport	Improve pedestrian mobility and safety	Planners, enforcement officers, paving materials, signage	Pavement construction, signage installation, enforcement	Walkway length, pedestrian incident rate	Design NMT corridors, enforce encroachment rules
Parks & Green Spaces	Provide accessible recreational areas	Horticulture staff, landscaping tools, security	Landscaping, maintenance, event hosting, enforcement	Park cleanliness index, usage levels	Prepare management plans, recruit staff, explore PPPs
Fire Stations & Disaster Management	Ensure timely firefighting and emergency response	Fire engines, PPE, trained firefighters, emergency plans	Station construction, equipment commissioning, training, drills	Response time, incidents handled, readiness rate	Repair fire engines, procure PPE, develop disaster plan
Development Control & Urban Planning	Regulate land use and enforce planning standards	Planners, surveyors, GIS tools, legal officers	Permit approvals, zoning enforcement, land rate billing	Permit turnaround time, compliance rate, land rate collection	Transfer planning records, convene Development Control Committee

Revenue Collection	Secure municipal revenue streams	Revenue officers, management system, POS devices	Mapping streams, billing, collection, reconciliation, enforcement	Collection rate vs target, arrears ratio	Decide on system, migrate data, train officers
Animal Control & Welfare	Protect public health and animal welfare	Animal control officers, vehicles, kennels	Licensing, stray pickup, carcass disposal, enforcement	Licensing coverage, response time	Launch licensing drive, establish carcass disposal protocols

Sports & Cultural Activities	Promote community engagement and generate revenue	Facility staff, event managers, budgets	Facility booking, event permitting, revenue collection	Facility uptime, event attendance, revenue generated	Upgrade facilities, train event staff
Markets & Abattoirs	Support trade and enforce hygiene standards	Market managers, inspectors, waste handlers	Vendor registration, hygiene inspections, abattoir operations	Market occupancy rate, abattoir compliance	Upgrade facilities, enforce hygiene standards

## **CHAPTER 4: HUMAN RESOURCES AND INSTITUTIONAL ARRANGEMENTS**

The successful transfer of functions to Bomet Municipality depends heavily on the effective deployment of human resources and the establishment of robust institutional arrangements. While assets and budgets provide the material foundation for service delivery, it is the personnel and governance structures that will determine whether the municipality can translate these resources into tangible outcomes for residents.

A total of twenty-nine personnel have been identified for secondment to the municipality. These individuals cover a wide range of critical roles, including the municipal manager, legal officer, human resource officer, ICT officer, physical planner, civil and structural engineers, administrative officers, revenue officers and assistants, environmental specialists, gender officer, enforcement officers, economist, finance officers, procurement officer, internal auditor, surveyor, architectural assistant, and social safeguard officer. Together, they represent the technical, administrative, and enforcement backbone required to operationalize the transferred functions.

The County Public Service Board has been tasked with issuing secondment letters and ensuring payroll continuity. This step is vital to avoid disruption in service delivery and to provide clarity on employment terms, benefits, and pension arrangements. Immediate priorities include expediting approvals, issuing formal letters, preparing induction programs, and finalizing the municipal organogram with clear reporting lines. Without these measures, staff may face uncertainty, and the municipality could struggle to establish authority and accountability.

Institutional arrangements are equally important. The formation of a Municipal Board provides governance oversight, ensuring that strategic decisions are made in line with statutory requirements and community needs. A Development Control Committee will regulate land use and enforce planning standards, while technical working groups will oversee specific aspects of the transition such as finance, assets, ICT, and legal matters. These structures will provide the necessary checks and balances, while also fostering collaboration between county and municipal authorities during the transition period.

Capacity building is a central component of the human resource strategy. Staff must be trained in municipal finance and compliance with the Public Finance Management Act, revenue system operations, asset management, emergency response, development control enforcement, and procurement procedures. Leadership and change management training will also be essential to prepare senior managers and supervisors for the challenges of guiding a new institution. Induction programs should orient staff to the municipal mandate, governance structures, and operational systems, while ongoing training will ensure continuous improvement.

Performance management must be institutionalized from the outset. Clear job descriptions, deliverables, and key performance indicators should be established for each role. Quarterly appraisals will help track progress, identify gaps, and reward high performers. Internal audit and risk management functions must be integrated into municipal operations to safeguard resources and ensure compliance.

Industrial relations and staff welfare cannot be overlooked. Engagement with staff associations and unions will be necessary to communicate transfer terms and address concerns. A grievance mechanism should be established to resolve disputes quickly and fairly. Occupational safety measures, including provision of personal protective equipment for waste management crews and firefighters, must be prioritized. Staff welfare programs, including access to medical support and counseling, will help maintain morale and productivity.

During the transition, a Joint County-Municipal Transition Committee should oversee human resource matters, resolve disputes, and monitor progress. Technical working groups will provide specialized support, while county support units will offer backstopping in payroll, legal, survey, and ICT functions. This collaborative approach will reduce risks and ensure that the municipality is not left vulnerable during its formative months.

In conclusion, the human resources and institutional arrangements outlined here provide the framework for a functional and accountable municipality. By securing secondments, establishing governance structures, investing in capacity building, and embedding performance management, Bomet Municipality will be well positioned to deliver on its new responsibilities. The next chapter will examine the financial analysis and budget transfer mechanisms that underpin these institutional arrangements.

**Simplified Table for Chapter 4: Human Resources and Institutional Arrangements**

Aspect	Details	Current Status / Notes	Immediate Actions Required
Personnel Identified	29 staff across key roles: municipal manager, legal officer, HR, ICT, planners, engineers, admin, revenue, environment, gender, enforcement, finance, procurement, audit, survey, architecture, social safeguard	Staff list forwarded to County Public Service Board for approval	Issue secondment letters; confirm payroll and benefits; finalize municipal organogram
Governance Structures	Municipal Board, Development Control Committee, Technical Working Groups (finance, assets, ICT, legal, HR)	Framework outlined in transfer documents	Formally constitute committees; gazette membership; define mandates
Capacity Building	Training in municipal finance, PFM Act compliance, procurement, planning, enforcement, ICT systems, emergency response	Induction program pending	Develop training modules; schedule induction; deliver leadership and change management training
Performance Management	Job descriptions, KPIs, quarterly appraisals, internal audit, risk management	Draft roles identified; KPIs not yet finalized	Establish clear deliverables; adopt appraisal system; integrate audit and risk registers
Industrial Relations & Staff Welfare	Engagement with unions, grievance mechanism, occupational safety, PPE provision, welfare programs	No formal mechanism yet in place	Establish grievance system; provide PPE for waste/fire staff; set up welfare and medical support
Transition Oversight	Joint County-Municipal Transition Committee; county support units for payroll, legal, survey, ICT	Committee proposed; support units available	Activate committee; assign technical working groups; coordinate HR transition

## **CHAPTER 5: FINANCIAL ANALYSIS AND BUDGET TRANSFER MECHANISMS**

The financial dimension of the transfer of functions to Bomet Municipality is central to ensuring continuity of services and accountability in resource use. Without a clear framework for budget transfers, revenue assignment, expenditure responsibilities, and financial controls, the municipality risks service disruption and fiscal instability. This chapter therefore examines the principles guiding financial transfers, the mechanics of budget allocation, the mapping of revenue streams, expenditure responsibilities, and the safeguards required to maintain liquidity and compliance with the Public Finance Management (PFM) framework.

The guiding principles for financial transfers include fiscal equivalence, whereby resources transferred must be sufficient to meet the cost of delegated functions; conditionality, which requires that certain assets be transferred only after operational readiness is confirmed; continuity, ensuring that payroll and statutory deductions are uninterrupted; and compliance, aligning municipal financial operations with the PFM Act and county financial regulations until full autonomy is achieved.

Budget transfers will be executed through vesting orders and gazette notices, which provide the legal basis for reallocating funds. A detailed inter-governmental transfer schedule must list recurrent and capital allocations, effective dates, and conditions. Historical accounts must be reconciled to identify outstanding liabilities and arrears. Municipal bank accounts or designated sub-accounts within the county treasury will be established to manage funds, with dual signatory arrangements to safeguard integrity. Transfers will be executed in tranches: an immediate tranche to cover payroll and emergency services, a short-term tranche for capital works and system migration, and conditional tranches tied to milestones such as asset commissioning and demarcation.

Revenue streams transferred to the municipality include parking fees, market rents, advertising charges, land rates, and other local levies. A revenue mapping exercise will inventory existing streams, assign ownership to municipal ledger codes, and reconcile arrears. The municipality must decide whether to adopt a standalone revenue system or an interoperable interface with the county's system. While a standalone system offers autonomy, an interoperable solution provides faster deployment. The recommended approach is to implement an interoperable system during the first six to nine months, while preparing for eventual migration to a municipal platform. Revenue enhancement measures will include digitizing payments, enforcing compliance, simplifying permit processes, and piloting new revenue-generating activities in parks and municipal facilities.

Expenditure responsibilities will cover both recurrent and capital costs. Recurrent expenditures include personnel costs, fuel and maintenance for fleet and plant, utilities such as street lighting, and service contracts for waste collection and security. Capital expenditures will focus on road upgrades, drainage

construction, street lighting installation, market and abattoir improvements, park development, and fire station construction. Cost drivers such as energy bills, fleet maintenance, and arrears must be managed through preventive maintenance, performance-based contracts, and adoption of energy-efficient technologies.

Financial controls are essential to safeguard resources. A municipal chart of accounts aligned with county and national classifications will facilitate consolidated reporting. Internal controls will ensure segregation of duties, authorization thresholds, and regular reconciliations. Internal audit functions must be strengthened to cover transferred functions, with risk management integrated into audit planning. External audits and public disclosure of financial reports will enhance transparency and accountability.

Cash-flow management will require maintaining a minimum operating buffer equivalent to one month of payroll and essential services. Payment prioritization protocols will ensure that payroll and statutory deductions are met first, followed by critical service contracts and capital expenditures tied to verified milestones. Treasury arrangements will include municipal bank accounts with dual signatories and electronic payment channels to reduce cash handling risks.

Liabilities and arrears must be carefully managed. Outstanding contracts, supplier invoices, employee entitlements, and contingent obligations such as litigation must be documented and apportioned between county and municipality. Transparent mechanisms for repayment or write-off must be agreed upon to avoid disputes.

Monitoring and reporting will be conducted through monthly financial dashboards, quarterly performance reviews, and joint oversight by the County-Municipal Transition Committee. Performance-linked disbursements will release funds only after independent verification of milestones. Risks such as delayed transfers, revenue shortfalls, weak controls, and unresolved liabilities must be mitigated through phased tranches, parallel revenue systems, strengthened audits, and full disclosure.

In conclusion, financial transfers must be phased, conditional, and transparent. Immediate priorities include finalizing the transfer schedule, reconciling opening balances, securing liquidity for payroll and critical services, and stabilizing revenue systems. These measures will provide a sound financial foundation for municipal autonomy and service delivery. Chapter 6 will examine the legal, regulatory, and risk considerations that underpin these financial arrangements.

**Financial Analysis and Budget Transfer Mechanisms**

Aspect	Explanation	Current Status / Notes	Immediate Actions Required
Financial Principles	Transfers must ensure fiscal equivalence (resources match functions), continuity of payroll, conditional asset handovers, and compliance with PFM Act	Principles outlined but not yet operationalized	Finalize guiding framework; communicate principles to stakeholders
Budget Transfer Framework	Legal basis through vesting orders and gazette notices; inter-governmental schedules detail recurrent and capital allocations; funds released in tranches (immediate, short-term, conditional)	Draft schedules exist; reconciliation of accounts pending	Publish transfer schedule; reconcile liabilities; establish municipal bank accounts

Revenue Mapping & Systems	Revenue streams include parking, markets, advertising, land rates; mapping assigns ownership to municipal codes; choice between standalone or interoperable system	Divergent views on system adoption; arrears reconciliation incomplete	Conduct revenue mapping; decide on system approach; standardize collection devices
Expenditure Responsibilities	Recurrent costs: payroll, fuel, utilities, service contracts; Capital costs: roads, drainage, lighting, markets, parks, fire stations	Allocations earmarked but not yet disbursed	Prioritize payroll and critical services; plan phased capital works
Financial Controls & Compliance	Municipal chart of accounts aligned with PFM Act; segregation of duties; authorization thresholds; reconciliations; internal and external audits	Framework proposed; internal audit capacity limited	Adopt chart of accounts; strengthen internal audit; publish quarterly reports
Cash-Flow Management	Maintain buffer equal to one month of payroll and essential services; prioritize payments (payroll, contracts, capital tied to milestones); dual signatory bank accounts	No municipal accounts yet; reliance on county treasury	Open municipal accounts; set payment prioritization protocol; implement electronic payments
Liabilities & Arrears	Contracts, supplier invoices, employee entitlements, litigation must be documented and apportioned between county and municipality	Disclosure incomplete; arrears reconciliation pending	Document liabilities; agree on apportionment; establish repayment or write-off schedule
Monitoring & Reporting	Monthly dashboards, quarterly reviews, joint oversight by Transition Committee; performance-linked disbursements tied to verified milestones	Oversight committee proposed; KPIs identified	Implement dashboards; schedule quarterly reviews; appoint independent verifiers
Risk Mitigation	Risks include delayed transfers, revenue shortfalls, weak controls, unresolved liabilities; mitigated through phased tranches, parallel systems, audits, and disclosure	Risks identified but mitigation not yet institutionalized	Operationalize risk register; embed mitigation in financial procedures

## FUNCTIONAL ANALYSIS COSTING

The County Government of Bomet has undertaken a structured transfer of functions, assets, budgetary allocations, and human resources to Bomet Municipality.”

Immediate priorities include: Finalization of legal vesting orders and harmonization of bylaws.”

### Purpose of this Costing Section

This section translates the transferred functions and immediate priorities into a comprehensive, indicative budget required to make Bomet Municipality fully operational for the first 24 months. reconciliation. All amounts are in KES and include a 10% contingency on capital items unless noted.

### BUDGET SUMMARY (INDICATIVE TOTALS, KES)

FUNCTION / PACKAGE	SCOPE (SHORT)	INDICATIVE COST (KES)	TIMING (PHASE)
Personnel (29 seconded staff)	Salaries, allowances, statutory costs, induction	60,000,000	Year 1 recurrent
Solid waste management	Fleet commissioning, collection contracts, PPE, dumpsite works	18,000,000	0-12 months
Urban roads & drainage	Road repairs, resurfacing (5 km), culverts, gully pots	45,000,000	0-24 months
Markets & abattoirs upgrades	Structural works, sanitation, vendor stalls (3 markets)	22,000,000	0-12 months
Street lighting	300 LED poles, wiring, connection, maintenance fund	24,000,000	3-12 months
Fire & disaster management	Commissioning 3 engines, station upgrades, PPE, training	15,000,000	0-12 months
Fleet & equipment commissioning	Caravan CPU, workshop tools, small plant	3,500,000	0-6 months
Asset register & GIS	Software, GPS units, data migration, training	4,000,000	0-6 months
Revenue system & POS rollout	Interoperable revenue system, POS devices, training	6,000,000	0-6 months
Parks, green spaces & showground	Landscaping, security, basic amenities	6,500,000	6-18 months
Legal, surveys & records migration	Demarcation, title verification, environmental audits	5,000,000	0-6 months
Capacity building & change management	PFM, procurement, enforcement, emergency response	3,000,000	0-12 months
Monitoring, M&E & contingency (10%)	M&E systems, independent verification, contingency	13,000,000	Ongoing
Total Indicative Budget (24 months)		225,000,000	—

*[Handwritten Signature]*

29<sup>th</sup> APRIL 2026

## Notes and Rationale (brief)

**Personnel (KES 60M):** Assumes average fully-loaded cost per seconded staff of ~KES 2,000,000/year (salary + allowances + statutory contributions) for 50 staff. Final figure to be reconciled with County payroll and PSB approvals.

**Roads & drainage (KES 45M):** Covers resurfacing and drainage works for priority corridors (approx. 5 km resurfacing + targeted culverts and retention works). Unit rates based on typical county BOQs.

**Street lighting (KES 24M):** Assumes ~KES 80,000 per LED pole installed (supply, installation, connection). Adjust if fewer poles required.

**Markets & abattoirs (KES 22M):** Upgrades for three priority markets to meet public health standards and vendor stalls. Includes sanitation blocks and waste handling.

**Revenue system (KES 6M):** One-off procurement of interoperable revenue management software, POS devices for markets/parking, integration and training; annual licence costs thereafter.

**Contingency & M&E (KES 13M):** 10% buffer on capital plus dedicated M&E budget for monthly dashboards and quarterly verification.

**Recommendation:** Release funds in tranches tied to clear milestones (e.g., payroll reconciliation, BOQ approval, contractor mobilization, commissioning certificates).

Implementation cost controls and procurement guidance

**BOQs & three quotes:** All capital items require BOQs and at least three competitive quotes.

**Project cost centers:** Open dedicated municipal project cost centers for each major package to track budget vs actual.

**Milestone payments:** Use mobilization and milestone payments with retention to ensure quality.

**Early revenue measures:** Prioritize digital revenue collection in markets and parking to improve cash flow within 3–6 months

## CHAPTER 6: LEGAL, REGULATORY AND RISK CONSIDERATIONS

The transfer of functions, assets, and personnel to Bomet Municipality is not only an administrative and financial process but also a legal exercise that must comply with statutory frameworks and mitigate potential risks. This chapter outlines the legal instruments governing the transfer, identifies regulatory requirements, highlights risks related to land, contracts, and liabilities, and proposes safeguards to ensure that the transition is defensible, transparent, and sustainable.

The legal foundation for the transfer is provided by the Urban Areas and Cities Act, the County Governments Act, and the Public Finance Management Act. These statutes mandate the decentralization of functions and provide mechanisms for vesting assets and responsibilities in municipal authorities. The vesting order and gazette notice are the primary instruments that formalize the transfer, listing functions, assets, and liabilities with effective dates and conditions. Without these instruments, the municipality cannot exercise authority or manage resources lawfully.

Land and property transfers present significant legal challenges. Title verification and demarcation are essential to prevent disputes and encroachments. Several parcels earmarked for municipal use, including office sites, parks, markets, and utility lands, require subdivision and registration updates. Failure to complete these processes could delay infrastructure projects and expose the municipality to litigation. Immediate actions include instructing the Director of Survey to produce demarcation reports and engaging the County Attorney to prepare transfer deeds and update registry entries.

Contracts and liabilities must also be addressed. Existing service contracts for waste collection, street lighting, and market management must be reviewed to determine whether they can be assigned to the municipality or require renegotiation. Supplier claims, employee entitlements, and pending litigation must be documented and apportioned between county and municipality. Contingent obligations, such as environmental remediation or guarantees, must be disclosed and managed transparently.

Regulatory compliance is another critical area. Environmental permits for dumpsites, sewerage works, and abattoirs must be secured, and health and safety standards enforced. Development approvals must be validated, and licensing regimes for markets, animal control, and advertising harmonized with municipal bylaws. Failure to comply with these regulations could result in penalties, service disruptions, or reputational damage.

Risks related to land use and encroachment are particularly acute. Informal occupation of road reserves, drainage corridors, and market spaces can undermine infrastructure projects and create social tensions. Mitigation requires rapid demarcation, stakeholder consultations, phased enforcement, and where necessary, relocation or compensation.

Governance and dispute resolution mechanisms must be institutionalized. A Joint County-Municipal Transition Committee should be empowered to resolve disputes over asset lists, budget apportionment, and vesting order interpretation. Dispute resolution clauses in transfer agreements should specify escalation steps, independent verification, and timelines. Transparency through public disclosure of transfer terms, asset inventories, and liabilities will reduce litigation risk and build public trust.

A risk assessment matrix highlights key vulnerabilities. Unclear land titles, asset transfers before

commissioning, revenue system divergence, outstanding contractual liabilities, delayed secondments, environmental non-compliance, and encroachment are all high-priority risks. Mitigation measures include title searches, conditional transfers, parallel revenue systems, contract reconciliation, interim staffing arrangements, environmental audits, and community engagement.

Legal safeguards should be embedded in transfer agreements. Warranties and representations from the county must confirm the accuracy of asset lists and absence of undisclosed encumbrances. Indemnity clauses should allocate responsibility for pre-transfer liabilities. Conditional handover clauses should tie asset transfers to verification milestones such as commissioning or permit issuance. Transition support clauses should obligate the county to provide technical assistance, records access, and temporary funding.

Compliance monitoring and audit will ensure accountability. An opening balance audit should establish the municipality's starting assets and liabilities. Quarterly compliance reviews should focus on permits, environmental conditions, and contract performance. Internal audit should prioritize high-risk revenue streams and procurement, while external audits should verify opening balances and first-year accounts. Public reporting of audit findings will strengthen transparency.

In conclusion, legal and regulatory safeguards are indispensable to the success of the transfer. By finalizing vesting orders, completing demarcation, reconciling contracts and liabilities, securing permits, and embedding dispute resolution mechanisms, Bomet Municipality can reduce exposure to risk and establish a defensible foundation for service delivery.

### Legal, Regulatory and Risk Considerations

Aspect	Explanation	Current Status / Notes	Immediate Actions Required
Legal Framework	Governed by Urban Areas and Cities Act, County Governments Act, and PFM Act; vesting orders and gazette notices formalize transfers	Draft vesting order prepared; gazette notice referenced	Finalize and publish vesting order; ensure annexes list assets, liabilities, and conditions
Land & Property Transfers	Title verification, demarcation, and subdivision required for office sites, parks, markets, and utility lands	Several parcels identified but not yet demarcated or registered	Conduct title searches; instruct survey department; update land registry entries
Contracts & Liabilities	Existing service contracts, supplier claims, employee entitlements, and pending litigation must be reconciled	Contract review incomplete; liabilities not fully disclosed	Document all contracts and liabilities; agree on apportionment between county and municipality

Regulatory Compliance	Environmental permits for dumpsites, sewerage, abattoirs; health and safety standards; licensing regimes for markets, animal control, advertising	Some permits missing; health inspections pending	Secure permits; conduct environmental audits; harmonize licensing with municipal bylaws
Land Use & Encroachment Risks	Informal occupation of road reserves, drainage	Encroachment noted in several areas	Rapid demarcation; stakeholder
	corridors, and market spaces threatens infrastructure projects		consultations; phased enforcement and relocation plans
Governance & Dispute Resolution	Joint Transition Committee to resolve disputes; agreements should include escalation steps and independent verification	Committee proposed but not yet operational	Activate committee; embed dispute resolution clauses in agreements; publish transfer terms
Risk Assessment Matrix	Key risks: unclear titles, premature asset transfers, revenue system divergence, contractual liabilities, delayed secondments, environmental non-compliance, encroachment	Risks identified but mitigation not institutionalized	Implement risk register; tie transfers to verification milestones; conduct audits
Legal Safeguards	Warranties, indemnity clauses, conditional handovers, transition support obligations	Safeguards not yet embedded in agreements	Draft and insert clauses into transfer agreements; require county warranties and indemnities
Compliance Monitoring & Audit	Opening balance audit; quarterly compliance reviews; internal and external audits; public reporting	Audit framework proposed but not yet executed	Commission opening balance audit; schedule quarterly reviews; publish audit findings

## CHAPTER 7: IMPLEMENTATION ROADMAP AND MONITORING FRAMEWORK

The transition of functions to Bomet Municipality requires a carefully sequenced roadmap that balances urgency with sustainability. This chapter outlines the phased approach to implementation, identifies milestones, assigns responsibilities, and establishes monitoring mechanisms to ensure accountability and transparency.

The roadmap is divided into four phases. Phase 1 (Immediate: 0–3 months) focuses on securing the legal and operational foundations. Key actions include finalizing vesting orders, demarcating municipal office land, approving secondment letters, inducting transferred staff, commissioning critical assets such as fire engines, and conducting revenue mapping with interim collection procedures. These steps are essential to guarantee continuity of services during the initial handover.

Phase 2 (Short Term: 3–6 months) emphasizes stabilization and system integration. During this period, the municipality should deploy a revenue management system or establish an interoperable interface with the county, complete road and drainage condition surveys, begin prioritized maintenance, procure street lighting fixtures for key corridors, and sign power supply agreements. Institutional arrangements such as the Development Control Committee must be operationalized, and streamlined permit processes introduced to enhance efficiency.

Phase 3 (Medium Term: 6–9 months) focuses on infrastructure upgrades and institutional strengthening. Markets and abattoirs should be upgraded to meet public health standards, parks management plans implemented, and revenue-generating activities piloted in recreational spaces. A joint monitoring and evaluation framework with county oversight should be institutionalized, ensuring that performance data is collected, analyzed, and acted upon.

Phase 4 (Long Term: 9–16 months) consolidates municipal autonomy. By this stage, all operational functions should be fully under municipal control, with independent budgeting and reporting systems. Performance against key indicators such as waste collection coverage, fire response times, revenue collection rates, and permit turnaround times should be evaluated, and service delivery models refined based on lessons learned.

Monitoring and evaluation are integral to the roadmap. A Joint County-Municipal Transition Committee will oversee progress, supported by technical working groups. Verification agents—including county technical teams, independent engineers, and internal auditors—will confirm milestone completion before conditional tranche releases. Reporting will follow a structured cadence: weekly operational briefs during Phase 1, monthly dashboards to the Transition Committee, quarterly public reports, and annual audited statements.

Key performance indicators (KPIs) will provide measurable benchmarks. These include waste collection coverage, average fire response times, revenue collection rates, road condition index improvements, permit turnaround times, payroll continuity, and market occupancy rates. Data sources must be standardized, and reporting templates adopted to ensure consistency.

Risk management is embedded in the roadmap. Each phase includes risk identification and mitigation measures, such as bridging funds to address delayed transfers, parallel revenue systems to prevent collection failures, and stakeholder consultations to manage enforcement actions. The risk register developed in Chapter 6 will be updated regularly and integrated into monitoring reports.

Stakeholder engagement and transparency are cross-cutting priorities. Public disclosure of vesting orders, asset inventories, and budget transfer schedules will build trust. Monthly dashboards should be

published on municipal noticeboards and websites, while consultations with market associations, vendor groups, and community leaders will ensure inclusivity.

In conclusion, the implementation roadmap provides a structured pathway for Bomet Municipality to assume its new responsibilities. By sequencing actions across immediate, short-term, medium-term, and long-term horizons, and embedding monitoring, risk management, and stakeholder engagement, the municipality can achieve a smooth transition and deliver sustainable urban services.

### Implementation of Roadmap and Monitoring Framework

Phase	Timeline	Key Actions	Responsible Parties	Monitoring & Reporting	Risks & Mitigation
Phase 1: Immediate	0-3 months	Finalize vesting orders; demarcate municipal office land; approve secondment letters; induct staff; commission fire engines and fleet; conduct revenue mapping; implement interim collection procedures	County Attorney, Survey Dept., Public Service Board, Municipal Manager	Weekly operational briefs; monthly dashboards to Transition Committee	Risk: delayed vesting or asset readiness → Mitigation: conditional transfers, bridging funds
Phase 2: Short Term	3-9 months	Deploy revenue management system or interoperable interface; complete road and drainage surveys; begin prioritized maintenance; procure street lighting fixtures; sign power agreements; operationalize Development Control Committee; streamline permit processes	Municipal Finance Unit, Engineering Dept., Planning Committee	Monthly dashboards; quarterly public reports	Risk: revenue system divergence → Mitigation: parallel systems, standardized devices
Phase 3: Medium Term	9-18 months	Upgrade markets and abattoirs; implement parks management plans; pilot revenue-generating activities; institutionalize joint monitoring and evaluation framework	Municipal Works Dept., Market Managers, Parks Unit	Quarterly reviews; independent verification of milestones	Risk: infrastructure delays → Mitigation: phased upgrades, PPPs for parks
Phase 4: Long Term	18-36 months	Full municipal autonomy in budgeting and reporting; evaluate KPIs (waste coverage, fire response, revenue rates, permit turnaround); refine service delivery models	Municipal Board, Internal Audit, Transition Committee	Annual audited statements; public disclosure of KPIs	Risk: weak controls or unresolved liabilities → Mitigation: strengthened audits, transparency measures
Cross-Cutting	All phases	Stakeholder engagement; risk register updates; public disclosure of asset inventories and budgets; continuous training	Transition Committee, Technical Working Groups	Monthly dashboards; quarterly compliance reviews	Risk: stakeholder resistance → Mitigation: consultations, phased enforcement

## CHAPTER 8: RECOMMENDATIONS AND ANNEXES

The functional analysis concludes with a set of prioritized recommendations designed to secure the operational readiness of Bomet Municipality and embed sustainable governance practices. These recommendations are informed by the preceding chapters and are intended to guide both immediate actions and long-term institutional development.

First, asset transfers must be conditional to ensure that only operational assets are vested in the municipality. Fire engines, vehicles, and equipment should be commissioned and tested before handover to avoid service gaps. Second, revenue systems must be harmonized and standardized. Divergent platforms risk undermining collections; therefore, the municipality should adopt interoperable systems in the short term, with a clear migration plan to a standalone municipal platform.

Third, human resource secondments must be expedited. Staff approvals, induction, and capacity building in finance, planning, enforcement, and procurement are urgent priorities. Clear job descriptions and reporting lines will strengthen accountability. Fourth, financial controls must be aligned with the Public Finance Management Act and the Finance Act 2024. Internal audit and risk management should be integrated into municipal operations, with quarterly reporting to the Transition Committee.

Fifth, emergency services readiness must be prioritized. Fire engines should be commissioned, disaster response protocols established, and drills conducted to ensure preparedness. Sixth, land demarcation and registration must be completed immediately to prevent disputes and enable infrastructure planning. Seventh, a joint county-municipal transition oversight committee should be established for the first twelve months to monitor progress, resolve disputes, and ensure transparency.

The annexes provide supporting documentation and tools. Annex A lists transferred staff and their PF numbers. Annex B details land parcels and sizes. Annex C provides the fleet and equipment inventory with current status. Annex D outlines the draft KPI framework for municipal services. Annex H contains the risk register template, which offers a structured tool for identifying, scoring, and mitigating risks.

In conclusion, the recommendations and annexes provide a practical roadmap for operationalizing the transfer of functions. By acting on these priorities and utilizing the annexed tools, Bomet Municipality can establish a strong foundation for effective, accountable, and inclusive urban governance.

### Recommendations and Annexes

Recommendation Area	Explanation	Immediate Actions Required
Asset Transfers	Ensure assets are operational before vesting	Commission fire engines and vehicles; conduct acceptance tests
Revenue Systems	Harmonize and standardize collection platforms	Adopt interoperable system; plan migration to municipal platform
Human Resources	Expedite secondments and build capacity	Issue secondment letters; conduct induction; finalize organogram
Financial Controls	Align with PFM Act and Finance Act 2024	Integrate internal audit; establish quarterly reporting
Emergency Services	Prioritize fire and disaster readiness	Commission engines; establish response protocols; conduct drills
Land Demarcation	Prevent disputes and enable planning	Complete surveys; update registry; issue vesting orders
Oversight Committee	Monitor transition and resolve disputes	Establish joint county-municipal committee; schedule reviews
Annexes	Provide supporting tools and documentation	Use staff lists, land inventory, fleet register, KPI framework, risk register, Budget Summary

# **VESTING ORDER**

**EIGHTH SCHEDULE (R.23 (4b))**

**URBAN AREAS AND CITIES ACT, 2011**

**URBAN AREAS AND CITIES (GENERAL) REGULATIONS, 2022**

**FUNCTIONS & ASSETS TRANSFER TO A COUNTY PUBLIC ENTITY FROM**

**THE COUNTY GOVERNMENT OF BOMET**

**(PRINCIPAL)**

**TO THE**

**THE MUNICIPAL/CITY BOARD OF BOMET**

**(BODY CORPORATE AGENT)**

**(AS PER ATTACHED SCHEDULE OF ASSETS & LIABILITIES)**

**WHEREAS COUNTY NO 036; CONSTITUTIONALLY REFERRED TO AS THE  
COUNTY GOVERNMENT OF BOMET;**

**P.O. BOX 19-20400**

has the constitutional principal mandate of rendering services to the residents of BOMET currently referred to as **BOMET MUNICIPALITY** under Constitution of Kenya article 184, the Urban Areas and Cities Act, 2011 and the County Government Act; and as formalized vide gazette notice No. dated 1280 of 9<sup>th</sup> Feb, 2024;


outlining the functions and assets associated with the provision of services within the spatial framework so designated as the Urban Entity, and as outlined under the Municipal/City Management Charter signed between the County Government of **Bomet** and her agent **Bomet Municipality**;

This vesting order is herein signed and sealed as the hand-over instrument of the said functions and Assets (as per the annexes herein) transfer thereto.

In so doing, the two corporate entities, the Principal and Agent (County and Municipality are affirming the Body corporate and the Executive authority nature of the two entities in as far as the provision of services within their distinct but conjoined spatial context is concerned.

Subsequently, it is NOW ACKNOWLEDGED by the instrument of this Vesting Order that the said functions and assets within the spatial framework of the urban entity in reference are effectively within the management and governance executive authority of the BOMET MUNICIPALITY as per the provisions of Article 184 of the Constitution of Kenya, but without prejudice to the provisions of the Public Finance Management Act, 2011, the Urban Areas and Cities Act, 2011 and the County Governments Act, 2012.

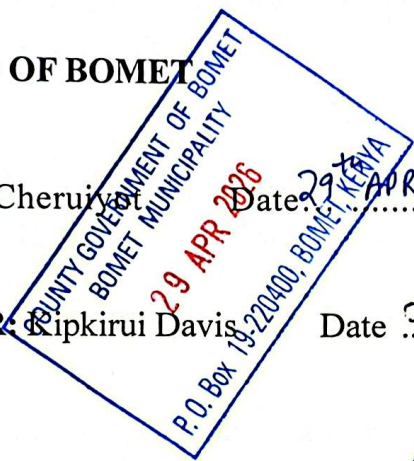
SIGNED THIS <sup>74</sup>29 DAY OF APRIL 2026

  
H.E PROF HILLARY BARCHOK, EGH  
GOVERNOR, COUNTY GOVERNMENT OF BOMET



MUNICIPALITY BOARD OF BOMET


BOARD CHAIR: Ernest Cheruiyot Date 29 APRIL 2026 Sign 



MUNICIPAL MANAGER: Kipkirui Davis Date 29/4/2026 Sign 

IN THE PRESENCE OF COUNTY ATTORNEY  
AT THE COUNTY HEADQUARTERS



  
Date 29 APR 2026

John Mark K Langat  
COUNTY ATTORNEY

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF BOMET

**MINUTES OF THE EXECUTIVE COMMITTEE MEETING HELD ON 12<sup>TH</sup> JANUARY, 2024 AT THE AUDITORIUM AT 8.30 AM**

**PRESENT**

- |                                    |   |            |
|------------------------------------|---|------------|
| 1. H.E. Prof. Hillary Barchok, EGH | Governor  | Chair      |
| 2. H.E Hon. Shadrack Rotich        | Deputy Governor   | Vice Chair |
| 3. Hon. Andrew Sigei               | CECM Finance, ICT & Economic Planning                                   | Member     |
| 4. Hon. Dr. Joseph Sitonik         | CECM Health Services  | Member     |
| 5. Hon. Rosa Bett                  | CECM Agriculture, Livestock, Fisheries & Co-operatives                  | Member     |
| 6. Hon. Dr. Kipngetich Kirui       | CECM Administration, Public Service and Special Programs                | Member     |
| 7. Hon. Joseph Kirui               | CECM Lands, Housing and Urban Planning                                  | Member     |
| 8. Hon. Dr. Benard Tonui           | CECM Water, Sanitation, Environment, Natural Resources & Climate Change | Member     |
| 9. Hon. Agnes Ngeno                | CECM Education, Youth, Sports & Vocational Training                     | Member     |
| 10. Hon. Josephine Chenkocch       | CECM Gender, Culture & Social Services                                  | Member     |
| 11. Hon. Julia Enepkuto            | CECM Trade, Energy, Tourism, Investment & Industry                      | Member     |
| 12. Hon. Eric Ngetich              | CECM Roads, Public Works and Transport                                  | Member     |
| 13. Mr. John Mark Langat           | County Attorney   | Member     |
| 14. Mr. Simon Langat               | County Secretary  | Secretary  |

**IN ATTENDANCE**

- |                      |              |                |
|----------------------|--------------|----------------|
| 1. Mr. Charles Koech | Director ICT | Taking minutes |
|----------------------|--------------|----------------|

Page 1 Secretary ..... *[Signature]* ..... Chairperson ..... *[Signature]* .....

**AGENDA**

1. Preliminaries
  - a. Prayer
  - b. Remarks from the chairperson
  - c. Apologies
  - d. Adoption of the Agenda
2. Confirmation of previous minutes
  - a. Executive Committee Meeting minutes dated 31<sup>st</sup> August, 2023 and 2<sup>n</sup> October, 2023
3. Matters Arising
4. Presentation by the Department of Lands, Housing and Urban Planning
  - a. Approval/Adoption of various items
5. Presentation by the Department of Administration, Public Service and Special Programs
  - a. Approval of Audit Policy Documents
  - b. Enhancement of Internal Audit Unit to include Risk Management
6. Adjournment

**CONFIDENTIAL**

**MIN 01/CBNT/12/01/24: PRELIMINARIES**

The meeting commenced at 8:33 AM with a word of prayer from Hon. Rosa Bett. The chair then welcomed the members and applauded the success of the Form One scholarship function held earlier in the week. The chair congratulated all parties involved, especially the Department of Education, Youth, Sports, and Vocational Training, for organizing such a colorful event.

The presented agenda was adopted: -

**Proposed by: Hon. Joseph Kirui**

**Seconded by: Hon. Agnes Ngeno**

**MIN 02/CBNT/12/01/24: CONFIRMATION OF PREVIOUS MINUTES**

- The secretary read the minutes for the meetings held on 31<sup>st</sup> August, 2023 and 2<sup>nd</sup> October, 2023 and the members unanimously agreed that the minutes accurately captured the discussions and decisions made during the meeting.

<u>Date of Minutes</u>	<u>Proposed by</u>	<u>Seconded By</u>
31 <sup>st</sup> August 2023	Hon. Eric Ngetich	Hon. Dr. Bernard Tonui
2 <sup>nd</sup> October, 2023	Hon. Josephine Chepkoech	Hon. Andrew Sigei

**MIN 03/CBNT/12/01/24: MATTERS ARISING**

**MIN 01/SECM/31/08/23 (A): Additional Bus Stage in Bomet Town**

*It was reported that repossession of the identified land was still ongoing.*

- MIN 03/SECM/02/10/23 (A): Implementation of the Report on Corruption Risk Assessment (CRA)**

*It was mentioned that the CRA report had been forwarded to EACC*

**MIN 04/CBNT/12/01/24: PRESENTATION BY THE DEPARTMENT OF LANDS, HOUSING AND URBAN PLANNING**

**A. Approval/Adoption of Various Items**

The CECM in Charge of Lands, Housing and Urban Planning sought Executive's approval/adoption of various items from the department. The presented items were extensively discussed with the resolution for each as indicated below:

S/No	Item	Resolution	Endorsers	Action
1	Approval of Sotik affordable housing site	Site of approximately 4 acres approved	Proposed by: Hon. Juliah	Preparation Part Development Plan for the Proposed Project
2	Approval of proposed Sotik Municipality housing site	1272 acres approved for the project	Chepkuto Seconded by: H.E Hon.	
3	Engagement of the National Land Commission (NLC) to review all leases and allocations within proposed housing sites with the aim of recovery	Department to work with County Attorney, NLC, BACC and local administration to have the land re-possessed	Shadrack Rotich	
4	Transfer of functions to Bomet Municipality and Establishment of criteria for funding Urban areas as Funding Condition of Kenya Support Program II under World Bank conditional grants	i. The gazettelement of the proposed transition team adopted. ii. The Transition team to review the transfer of functions and come up with report	Proposed by: Hon. Eric Ngetich Seconded by: Hon Dr. Joseph Sitonik	The gazettelement of the proposed transition team to be chaired by CECM Land Housing and Urban Planning
5	Approval of land (0.1 acres) to set up Mogogosiek Aggregation Centre, Konoin Constituency	A sub-committee was constituted to verify the existence of the requested		

Page 4 Secretary ..... *[Signature]* ..... Chairperson ..... *[Signature]* .....

Item	Resolution	Endorsers	Action
	land and included, CEQMS from: <ul style="list-style-type: none"> <li>• Lands, Housing and Urban Planning</li> <li>• Trade, Energy, Tourism, Industry and Investment</li> <li>• Finance, ICT &amp; Economic Planning</li> <li>• Agriculture, Livestock, Fisheries and Co-operatives</li> </ul>		
6	Approval of additional portion of land to extend the boundary South East adjoining the existing site for affordable Housing by the State Department for Housing and Urban Development	The request was not approved since the requested site was earmarked for the expansion of Centre for Devolved Governance	
7	Approval for the transfer of Tittle Deed (Ker/Olokyin/1009) to Olokyin Africa Gospel Church (AGC)	Transfer and issuance of title deed, of size 0.2Ha, to Olokyin AGC approved informed by the facilities and projects within the land of public interest	Proposed by: Rosa Bett Seconded by: Hon Dr. Bernard Tonui
8	Approval for the formation of Bomet County Lands Committee/Board	The Executive approved formation and gazettelement of County Lands Committee/Board with membership adopted as presented.	Proposed by: Hon. Eric Ngetich Seconded by:
9	Approval for the formation of Development Control Committee	The formation and membership of Development Control Committee was approved with amendment to	Josephine Chepkoech

No	Item	Resolution	Endorsers	Action
		include representative from the Office of County Attorney		

**MIN 05/CBNT/12/01/24: PRESENTATION BY THE DEPARTMENT OF ADMINISTRATION, PUBLIC SERVICE AND SPECIAL PROGRAMS**

**A. Approval of Audit Policy Documents**

The Executive noted that the Audit Policy Documents would have been presented by the Department of Finance, ICT and Economic Planning and therefore deferred to subsequent Executive meeting.

**B. Enhancement of Internal Audit Unit to include Risk Management**

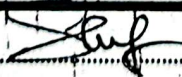
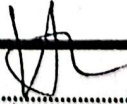
The CECM Administration, Public Service and Special Programs did a presentation on the need to enhance the Internal Audit Unit to include Risk Management in order to provide a comprehensive, proactive and integrated approach to managing risks. The proposed integration would lead to improved operational efficiency, regulatory compliance, strategic decision-making and continuous improvement.

**Resolution:**

The Executive **unanimously approved** the integration of Risk Management into the Internal Audit Unit to enhance efficiency, compliance, strategic decisions, and continuous improvement.

**Action:**

**Hon. Andrew Sigel, Hon. Dr. Kipngetch Kirui and County Secretary - Implementation**

Page 6 Secretary  Chairperson 

06/CBNT/12/01/24: ADJOURNEMENT

The Chair expressed gratitude to the members for their active contributions throughout the meeting, despite the lengthy agenda. With no further business, the meeting concluded at 10:45 A.M. with a prayer led by Hon. Josephine Chepkoech

Minutes Confirmed by:

Mr. Simon Langat  
Secretary

  
Signature

15/1/2024  
Date

Minutes Confirmed by:

H.E Prof. Hillary Barchok, EGH  
Chairperson

  
Signature

15/1/2024  
Date

**CONFIDENTIAL**

REPUBLIC OF KENYA



COUNTY GOVERNMENT OF BOMET  
OFFICE OF THE GOVERNOR

P.O. BOX 19-20400,  
BOMET, KENYA

Tel: (020) 2084068/69/70  
E-mail: [info@bomet.go.ke](mailto:info@bomet.go.ke)

CBG/GVNP/3/9/3

14<sup>th</sup> February, 2024

TO:

1. CECM Lands, Housing and Urban Planning - Chair
2. CECM Finance, Economic Planning and ICT - Member
3. County Secretary - Member
4. County Attorney - Member
5. CO Economic Planning - Member
6. CO Lands Housing and Urban Planning - Secretary
7. CO Roads and Public Works - Member
8. Director HR - Member

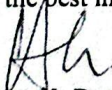
**RE: APPOINTMENT AS A MEMBER OF THE TRANSFER OF FUNCTIONS  
TRANSITION TEAM**

Pursuant to Article 184 of the Constitution, 2010 as read with section 20 of the Urban Areas and Cities Act, 2011 (amended 2019) and the Bomet Municipal Charter, 2018, the County Government of Bomet has delegated functions to be performed by Bomet Municipality vide Kenya Gazette No. 1280 of 2024

Your selection was based on your experience, expertise, and commitment to Bomet Municipality. We believe that you will make a valuable contribution to the committee and help us achieve our goals. As a member of the team, your duties and responsibilities will include but not limited to: -

1. To oversee the seamless transfer of functions delegated to Bomet Municipality.
2. Coordinate the performance of the transferred functions and ensure that the prerequisite resources follow the functions
3. Recommend the Assets and liabilities to be transferred to Bomet Municipality for inclusion in the vesting order to transfer Assets and liabilities.
4. Develop a draft criterion for the allocation of funds to the urban areas for consideration by the County The assembly as required by section 173 of the PFM Act (this is a requirement under KUSP II condition No. 4 (a)
5. The team will periodically brief my office on the progress and give recommendations where necessary

You are expected to attend all meetings and actively participate in the committee's activities. I wish you the best in your appointment.

  
Prof. Hillary K. Barchok, EGH  
**GOVERNOR**



GAZETTE NOTICE NO:

THE CONSTITUTION OF KENYA  
THE URBAN AREAS AND CITIES ACT 2011

THE COUNTY GOVERNMENT OF BOMET

**DELEGATION OF FUNCTIONS TO BOMET MUNICIPALITY**

PURSUANT to Article 184 and Article 187(2) of the Constitution of Kenya; Sections 20 and 21 of the Urban Areas and Cities Act (2011), Sections 46 of the County Government Act (2012) and any other enabling legislations; the County Government of Bomet delegates the functions set out under Section 20 of the Urban Areas and Cities Act, (2011), to Bomet Municipality. The functions shall be to: -

- (a) Oversee the affairs of the Municipality;
- (b) Develop or adopt policies, plans, strategies and programs and set targets for service delivery;
- (c) Formulate and implement an Integrated Development Plan;
- (d) Promote and undertake infrastructural development and services within Municipality.
- (e) Maintain a comprehensive database and information system of the administration and provide public access thereto upon payment of a nominal fee to be determined by the Board;
- (f) Administer and regulate its internal affairs;
- (g) Enter into contracts, partnerships or joint ventures as it may consider necessary for the discharge of its function under the Act or other written law;
- (h) Prepare and submit its annual budget estimates to the relevant County Treasury for consideration and submission to the County Assembly for approval as part of the annual County Appropriation Bill;
- (i) Monitor the impact and effectiveness of any services, policies, programs or plans;
- (j) Establish, implement and monitor Performance Management systems;
- (k) Promote a safe and healthy environment;

Dated the 23<sup>rd</sup> March, 2023



H.E Prof. Hillary Barchok  
Governor, Bomet County



# BOMET MUNICIPALITY

## MUNICIPAL CHARTER



OFFICIAL DOCUMENT BY;  
BOMET MUNICIPAL BOARD

AMENDED 2023

## WHEREAS

Section 72 of the Interpretations and General Provisions Act allows for substantial conformity of any instruments required to be in a prescribed form under any statute in Kenya.

## WHEREAS

The County Assembly of Bomet duly approved the request by the Municipal Board of Bomet for review of its Charter in line with the Urban areas and Cities Act (amendments of 2016 & 2019).

NOW THEREFORE IN EXERCISE of the powers conferred by section 9 (1) of the Urban Areas and Cities Act, (No. 13 of 2011, revised 2016 and 2019) as complemented by section 72 of the Interpretations and General Provisions Act (Chapter 2) and all other enabling provisions of law, the County Governor of Bomet County HEREBY GRANTS the Municipality of Bomet this Municipal Charter on this day of 22<sup>nd</sup> March 2023.


HIS EXCELLENCY PROF. HILLARY BARCHOK, GOVERNOR BOMET  
COUNTY

Dated the 23<sup>rd</sup> March 2023